



DEPARTMENT OF THE ARMY

U.S. Army Corps of Engineers
WASHINGTON, D.C. 20314-1000

REPLY TO
ATTENTION OF:

03 DEC 1998

CERE-A (405-10j)

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Implementation of the FY 99 Recruiting Facilities Program (RFP)

1. The FY99 RFP will be implemented effective immediately. Priority for executing the RFP is:

- a. Recruiting Facilities Reduction Program (RFRP)
- b. Recruiting Facilities Existing Program (RFEP)
- c. Recruiting Facilities Maintenance Program (RFMP).

The RFP must be extracted from the Recruiting Facilities Management Information System (RFMIS). Fiscal Year 1998 unaccomplished actions have been carried over into FY99.

2. It is imperative that the RFP be compatible in the areas of execution and financial management. The RFMIS Central Facility database will be used to monitor program execution. Therefore, it is critical that you maintain an accurate accounting of completed actions and contract costs on the RFMP, RFRP and RFEP. The Corps Districts must update the Central Facility database on a continuous basis. The data will be used by the Recruiting Commands, Corps Divisions, HQUSACE (CERM/CERE-PR/CERE-A) and the Office of Assistant Secretary of Defense for program execution and financial management purposes. The HQUSACE goal for the FY99 RFP is to complete 100% of the actions approved as of the program stamp date (RFMP, RFRP and RFEP actions combined).

3. For FY99, the Joint Recruiting Facilities Committee (JRFC) will also measure execution activities in several performance categories on a test basis. Additional guidance regarding the performance categories will be forthcoming. The status of the RFP performance categories data will be presented at all JRFC Meetings, Collocation Meetings, and to the Director of Real Estate on a regular basis.

4. Lease funding will be provided IAW requirements identified in the P3 report. Real Estate Operations Budgets will be based on cost targets discussed in CERE-PR memorandum, 1 December 1998, subject: Cost of Doing Business for the Recruiting Facilities Program.

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5. A copy of the Office of the Assistant Secretary of Defense memorandum containing the FY99 Recruiting Facilities Program Policies and Procedures is enclosed. Please ensure that these policies are disseminated to all Corps personnel involved in the RFP execution, programming and accountability. The policies may also be accessed on the internet at [http://sad21.sad.usace.army.mil:1888/recis/toplink\\$.startup](http://sad21.sad.usace.army.mil:1888/recis/toplink$.startup).

6. If you have any questions regarding your funding levels, please contact Chuck Anderson, CERM-BF, (202) 761-4829 or DSN 763-4829.

7. If you have any questions regarding the FY 99 RFP, please contact Anne Butler, (202) 761-1707 or DSN 763-1707.

FOR THE COMMANDER:

Encls


B. J. FRANKEL
Director of Real Estate

DISTRIBUTION:

COMMANDERS

MISSOURI RIVER REGIONAL HEADQUARTERS, ATTN: CENWD-MR-ET-A
NORTH ATLANTIC DIVISION, ATTN: CENAD-ET-RE
NORTH PACIFIC REGIONAL HEADQUARTERS, ATTN: CENWD-NP-ET-A
GREAT LAKES AND OHIO RIVER DIVISION, ATTN: CELRD-ET-R
PACIFIC OCEAN DIVISION, ATTN: CEPD-RE
SOUTH ATLANTIC DIVISION, ATTN: CESAD-ET-R
SOUTH PACIFIC DIVISION, ATTN: CESP-ET-R
SOUTHWESTERN DIVISION, ATTN: CESWD-ETR
KANSAS CITY DISTRICT, ATTN: CENWK-RE
OMAHA DISTRICT, ATTN: CENWO-RE
BALTIMORE DISTRICT, ATTN: CENAB-RE
NEW YORK DISTRICT, ATTN: CENAN-RE
NORFOLK DISTRICT, ATTN: CENAO-RE
SACRAMENTO DISTRICT, ATTN: CESP-RE
LOS ANGELES DISTRICT, ATTN: CESPL-RE
ALASKA DISTRICT, ATTN: CEP-RE
SEATTLE DISTRICT, ATTN: CENWS-RE
LOUISVILLE DISTRICT, ATTN: CELRL-RE
JACKSONVILLE DISTRICT, ATTN: CESAJ-RE

03 DEC 1998

CERE-A (405-10j)

SUBJECT: Implementation of FY 99 Recruiting Facilities Program (RFP)

MOBILE DISTRICT, ATTN: CESAM-RE
SAVANNAH DISTRICT, ATTN: CESAS-RE
FORT WORTH DISTRICT, ATTN: CESWF-RE
LITTLE ROCK DISTRICT, ATTN: CESWL-RE
TULSA DISTRICT, ATTN: CESWT-RE
U.S. ARMY RECRUITING COMMAND

ATTN: RCRM-LO-FS

BUILDING 1307

FORT KNOX, KENTUCKY 40121-2726

NAVY RECRUITING COMMAND

ATTN: CODE 10c

801 NORTH RANDOLPH STREET

ARLINGTON, VIRGINIA 22203

U.S. AIR FORCE RECRUITING SERVICE

ATTN: RSSL

550 D STREET WEST

RANDOLPH, AFB, TEXAS 78150-4321

COMMANDANT, U.S. MARINE CORPS

ATTN: COMPTROLLER

WASHINGTON, D.C. 20380

OASD (FM&P)/AP

PENTAGON RM 2B271

ATTN: LT.COL. HOLADAY

WASHINGTON, D.C. 20310-4000

KEYSTONE SOLUTIONS

ATTN: PHILIP BRADLEY

3317 TRIANA BOULEVARD

HUNTSVILLE, ALABAMA 35805

01 DEC 1998

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Cost of Doing Business for the Recruiting Facilities Program

1. Reference memorandum, CERE-PR, 31 October 1997, subject as above. The referenced memorandum emphasized our customer's concern about the cost of doing business, and challenged you to help us meet our goal of a 4.2 percent reduction during FY 98 in our Real Estate Operations (REO) cost, when expressed as a percentage of program dollars. Our goal was to reduce our cost from 11.7% in FY 97 to 11.2% in FY 98.
2. Our actual cost for FY 98 was 11.4% of program dollars. This represents a 2.6% reduction. Although we did not meet our goal, we did succeed in continuing to reduce costs. Since we began our emphasis on this area in FY 96, we have saved our customer over \$2.8 million, which has been used to satisfy other mission requirements. Over half our districts reduced their costs in FY 98, some by as much as 20% over the FY 97 amounts. To those districts, I extend congratulations. The summary by district is attached.
3. Although we have made significant progress since FY 95, when our overall percentage was 12.7%, I believe we can continue to reduce our costs and still execute the program. Accordingly, I am asking you to accept the challenge of making another reduction in FY 99 to 11.0% of program dollars. Your proposed target for FY 99 is also part of the enclosure. As in the past, program dollars will include all money obligated for leases, service contracts, the maintenance and reduction programs, and GSA space assignments.
4. If you disagree with your proposed target, submit a counterproposal to CERE-P by 3 December 1998. Point of contact is Mr. Jerry Hartman at 202-761-8969, or Jerry.G.Hartman @usace.army.mil.

FOR THE COMMANDER:

Encl


B.J. FRANKEL
Director of Real Estate

CERE-P (1-1)

SUBJECT: Cost of Doing Business for the Recruiting Facilities Program

DISTRIBUTION:

COMMANDER,

GREAT LAKES and OHIO RIVER DIVISION, ATTN: CELRD-ET-R

NORTH ATLANTIC DIVISION, ATTN: CENAD-ET-R

NORTHWESTERN DIVISION, ATTN: CENWD-ET-R

PACIFIC OCEAN DIVISION, ATTN: CEPD-RE

SOUTH ATLANTIC DIVISION, ATTN: CESAD-ET-R

SOUTH PACIFIC DIVISION, ATTN: CESP-RE

SOUTHWESTERN DIVISION, ATTN: CESWD-ETR

CF:

LOUISVILLE DISTRICT, ATTN: CELRL-RE

BALTIMORE DISTRICT, ATTN: CENAB-RE

NEW ENGLAND DISTRICT, ATTN: CENAE-RE

NEW YORK DISTRICT, ATTN: CENAN-RE

NORFOLK DISTRICT, ATTN: CENAO-RE

KANSAS CITY DISTRICT, ATTN: CENWK-RE

OMAHA DISTRICT, ATTN: CENWO-RE

SEATTLE DISTRICT, ATTN: CENWS-RE

ALASKA DISTRICT, ATTN: CEPOA-RE

HONOLULU DISTRICT, ATTN: CEPOH-RE

JACKSONVILLE DISTRICT, ATTN: CESAJ-RE

MOBILE DISTRICT, ATTN: CESAM-RE

SAVANNAH DISTRICT, ATTN: CESAS-RE

LOS ANGELES DISTRICT, ATTN: CESPL-RE

SACRAMENTO DISTRICT, ATTN: CESP-RE

FORT WORTH DISTRICT, ATTN: CESWF-RE

LITTLE ROCK DISTRICT, ATTN: CESWL-RE

TULSA DISTRICT, ATTN: CESWT-RE

Recruiting Facilities Program RE Operations Cost
FY 95-98 Actuals, FY 99 Proposed Target

<u>District</u>	<u>FY 95 Act REO %</u>	<u>FY 96 Act REO %</u>	<u>FY 97 Act REO %</u>	<u>FY 98 Target</u>	<u>FY 98 Act REO %</u>	<u>Change from Prior Yr (%)</u>	<u>FY 99 REO Target</u>
Louisville	7.9%	9.5%	10.1%	9.7%	8.0%	-20.8%	9.0%
Baltimore	11.5%	10.6%	10.3%	9.9%	10.6%	3.3%	10.2%
New England							11.5%
New York	13.0%	13.1%	12.4%	11.9%	14.3%	15.3%	11.9%
Norfolk	20.1%	19.6%	14.2%	13.6%	11.8%	-17.0%	11.5%
Kansas City	15.6%	13.5%	11.9%	11.4%	11.4%	-4.1%	11.0%
Omaha	11.5%	9.6%	10.6%	10.1%	10.1%	-5.0%	10.0%
Seattle	14.3%	15.6%	11.9%	11.4%	11.9%	-0.1%	11.4%
Alaska	40.1%	26.8%	23.1%	22.1%	25.3%	9.5%	22.0%
Honolulu	12.3%	13.5%	10.7%	10.2%	11.7%	9.1%	10.2%
Jacksonville	15.9%	13.1%	11.6%	11.1%	12.0%	3.3%	11.1%
Mobile	10.7%	10.7%	11.3%	10.8%	9.7%	-14.4%	9.5%
Savannah	15.2%	14.4%	12.5%	12.0%	11.6%	-7.4%	11.5%
Los Angeles	15.0%	13.3%	13.7%	13.1%	17.2%	25.3%	13.0%
Sacramento	12.4%	10.6%	12.1%	11.6%	11.0%	-9.2%	10.8%
Ft. Worth	11.1%	12.4%	9.7%	9.3%	10.6%	9.2%	10.0%
Little Rock	12.6%	11.4%	10.9%	10.4%	11.8%	8.5%	11.0%
Tulsa	19.7%	16.6%	12.6%	12.1%	11.4%	-9.8%	11.4%
Total	12.7%	12.3%	11.7%	11.2%	11.4%	-2.6%	11.0%



OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, DC 20301-4000

01 OCT 1998

FORCE MANAGEMENT
POLICY

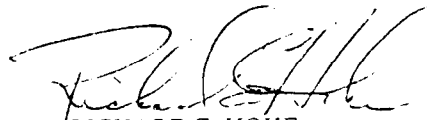
MEMORANDUM FOR HQUSACE-CERE-A

FROM: CHAIRMAN, JRFC
550 D STREET WEST STE 1
RANDOLPH AFB TX 78150-4527

SUBJECT: FY 99 RFP Policies and Procedures

The JRFC reviewed and revised the RFP policies and procedures attached at the Aug 98 JRFC Meeting.

Please ensure that these policies and procedures are distributed to all Joint Recruiting Facilities Committee members, Corps divisions and Corps districts for immediate implementation.



RICHARD E. HOKE
Chairman, JRFC

Attachment:
FY 99 RFP Policies and Procedures



**FISCAL YEAR 1999
RECRUITING FACILITIES PROGRAM
POLICIES AND PROCEDURES**

- 1. Budget for Minor Upgrades - Commencing FY 99 minor upgrades will be calculated on ½ a percent of the baseline rent (.005x baseline rent).**
- 2. Minor upgrades Policy - Limitations for Minor Upgrades have been increased to \$1,200 for FY 99 from prior year policy of \$1,000 per facility.**
- 3. Temporary Space – Leasing of temporary space is appropriate when there is no available space within a reasonable commuting distance for the recruiters to work. The time period is limited to one year maximum and the action will be paid for by the service initiating the action.**
- 4. Stick on Letters - Stick on Lettering for windows and walls in addition to exterior signage is allowed upon request by service. Each JRFC representative should be notified prior to lease execution, if the district thinks this action could result in restoration charges by lessor upon closure or relocation of the facility.**
- 5. Lease Renewals - Lease renewals with excess square footage that do not qualify for the Reduction Program, must be resubmitted to the service(s) for approval.**
- 6. When any one service has been reasonably documented as solely or primarily being responsible for the forced relocation, that service will bear the cost of that relocation under their maintenance program.**

Funding Policy –This is not a new policy but to clarify queries made within the recent past, the Chairman, JRFC decided to highlight this information.

- a. Districts should only proceed with execution of actions that are funded and approved in RFMIS.**
- b. For upgrade actions all approvals have to be given by the requesting Service Headquarters.**
- c. Relocations, New Offices and Expansions must be approved by OSD, that is, the Chairman, JRFC.**
- d. It is essential that Districts review and remark what the circumstance are in the approval screen of RFMIS, under which an action is approved.**
- e. Additional approvals have to be requested for those actions that may have limitations that cannot be met.**

7. Exterior Window Space Display Area – Window space will be allocated equally between services at collocated recruiting offices despite which service is assigned the space or has exclusive access to a window. This service will allow other services access during regular business hours as necessary to update window displays. Common use display areas will be shared equally by the Services. Common use display areas will not be used for any other purpose than for the display of promotional materials. Services may only display established and approved promotional materials in these areas.
8. New Office Criteria - Any request for new office should meet the following criteria:
 - a. Ensure efforts are made to collocate services in offices or place in existing excess space. This may include funding of other services relocations to affect collocation.
 - b. Greater than 50 miles or one hour drive from the nearest same service full time recruiting office. With the exception of metropolitan areas (over 200,000 population) which may be within 30 minutes from the nearest same service full-time recruiting station.
 - c. Each individual service must provide justification to the Chairman, JRFC as to why they need to be in a location where there is no other service. Stand alone offices must be approved by the Chairman, JRFC before execution.
9. Lessor/Tenant Conflicts - Corps Districts will provide a written or electronic transfer (E-mail) for all incidents relating to vandalism or lessor/tenant conflicts to main stations, sub-commands, JRFC representatives, HQUSACE/CERE-A and the Chairman, JRFC within 10 working days of incident. Districts must report all incidents that are above normal wear and tear, and should make every effort to report the source of the problem and any information (license plate number and names of individuals) related to the incident. The service component responsible for the conflict/vandalism will pay costs for damage(s). Districts must identify all forced relocations into the remark field of the Action Record. The first 12 characters should be coded as L/T CONFLICT. After coding the forced relocations, additional comments must be included in the remark field, beyond position 12, using the categories below to describe why we are forced relocate:
 - a. Parking
 - b. Facility damaged by recruiter(s)
 - c. Recruiter/ tenant conflict
 - d. Lessor/ recruiter conflict

Upgrade actions caused by vandalism to recruiting facilities (by known or unknown sources) must be tracked also. Districts must provide information in RFMIS to identify those upgrade actions caused by vandalism using the following procedure:

a. The first 7 characters of an action code is: INSIDE, OUTSIDE OR UNKNOWN.

- (1) Use INSIDE to code the action record for upgrades to a facility caused by damage from facility personnel (for example, recruiters or any other Government or non-Government employee).
- (2) Use OUTSIDE to code the action record for upgrades to a facility caused by damage from a visitor/passersby (example, potential recruit or John/ Jane Doe).
- (3) Use UNKNOWN to code the action record for upgrades to a facility when there is insufficient evidence to identify the source (for example, when no facility personnel were present when the damage occurred).

b. After coding the upgrade action in the first 7 characters of the remarks field, additional comments must be included in the remarks field to identify the upgrade line item(s) affected by the vandalism. The line items on the upgrade action may be normal maintenance or vandalism. Describe only the upgrade code(s) related to the vandalism.

10. Vending Machines - No vending machines are allowed in Corps leased space. Services will have all existing vending machines removed from offices by 1 June 1998. Senior service (A/N/F/M) at collocated facilities will be responsible for contacting vendor to remove machines.
11. Signs - Signs must be removed from a facility when closed or relocated.
12. One and two person single service facilities - Retail space is acceptable subject to approval by services up to 50% above net authorized. Office space, if available, must be acquired above the stated limitations.
13. DOD space standards or occupancy guidance - If the Corps is offering space that does not meet (less than) DOD space standards or occupancy guidance and the service wants to accept the space, the main station commander(s) must approve the floor plans. The main station commander(s) must also sign a statement stating that it is understood the facility does not meet those guidelines and they accept those conditions for a minimum of three years. The copy of the signed statement and documentation must be forwarded to the appropriate JRFC representative(s).
14. Donated Space – When COE Districts accomplish a reduction action where the cost is reduced instead of actual space being reduced, appropriate comments should be reflected in both the District remarks in the action screen, as well as the lease screen.

15. District remarks field in RFMIS – The remarks field in RFMIS must be used to explain why an action should be deleted, un-funded actions in the existing, reduction and maintenance programs (if COE District is recommending deletion of an action).
16. Stamped/Add-on Reduction Actions - Stamped reduction actions cannot be marked deleted, un-funded or un-accomplishable by COE districts without the approval of the appropriate JRFC representative(s). In case of a conflict, the Chairman will resolve.
17. Project Status field in RFMIS - Project status must be utilized to track actual current status of actions. The services and OASD will use the project status when determining if an action will be deleted, un-funded or un-accomplishable.
18. Action approvals – Action approval is accomplished on the funding services action approval screen for maintenance actions and in the following order of occupancy and collocation for existing and reduction actions: A, N, F, M.
19. Excess Space Approvals on Renewals/Relocation/New Offices – Approval is required by the majority of JRFC representatives for renewals or for acquisition of space over 25% above net authorization. This policy is in addition to previously published excess space policies. For approval of excess space the following information must be provided to the JRFC **3-months minimum, prior to lease renewal/execution.**
 - a. Market survey
 - b. Appraised value and what is included in that figure (pertinent information)
 - c. Brief discussion of negotiation
 - d. Proposed alternatives and recommendations of the Corps
20. High Cost Leases - Prior to executing a lease or renewal which will result in recurring costs in excess of \$35 per square foot, adequate justification must be provided in writing to the Commander of the Recruiting Service and approved by the Chairman, JRFC in RFMIS. Square footage costs are defined as the annual rent divided by the authorized square footage, plus a 25% variance.
21. Excess space – Acquisition of excess space above the 25% space guidelines (per service) requires the appropriate JRFC representative(s) concurrence. Above 35% to 100% excess space requires approval by HQUSACE/CERE-A in RFMIS prior to execution. Excess space above 100% requires the approval of the Chairman, JRFC.
22. FY 99 Payback Period - COE Districts can proceed with reduction actions that will pay for themselves within a two year payback. Districts have been provided additional guidance for to assist the Marine Corps/Navy in reducing excess space.

23. JRFC representative(s) will identify offices that can be closed or reduced on an ongoing basis. Such actions will be identified by the JRFC representative(s) in RFMIS with an action type code ('T','D'). Actions should only be converted to an "X","Z", OR "L" if considered economically feasible. If not, provide comments in the "T" or "D" records. Any deletion of a stamped reduction action requires approval by the appropriate JRFC representative(s).
24. Inter-dependent actions, in all three JRFC programs, need to be connected by work packet identifiers.
25. Corps Districts must advise the JRFC representative(s) and local command(s) within 10 working days after its known that a forced relocation will occur.

Actions can be updated to un-accomplishable status based on the following criteria:

- a. District personnel can update the status for an Existing/ Reduction Program action assigned to their district.
 - b. Service personnel with appropriate access to a Maintenance Program action can update the status as needed.
26. Corps Districts will ensure that parking is available for all Government owned vehicles within a four block area. Parking must also be available for privately owned vehicles (POV) within a four block area.
 27. Effective 21 January 1994, smoking in Recruiting Facilities is prohibited. The Department of Defense (DOD) prohibits smoking in buildings owned or leased by DOD. **Smoking and tobacco chewing or spitting** are prohibited within 25 feet of any entrance/exit or air-intake to recruiting facilities. Smokers and tobacco chewing personnel are required to leave the facility. Service Commanders are responsible for enforcement of these policies. Non-compliance must be reported to the appropriate command(s).
 28. Space standards are to be adhered to as specified in "Department of Defense Military Recruiting Facilities Space Management Guide". New space management guide will be published shortly.
 29. Un-accomplishable actions will count against Corps District completion goal of 100%. Additions after the program stamped date will count against Corps Districts completion goals in (Performance Measurements, but not for CMR). Additions or deletions may also be made at collocation meetings with RFMIS approval from the appropriate JRFC representative(s) and the Corps of Engineer District.

FISCAL YEAR 1999
RECRUITING FACILITIES PROGRAM
POLICIES AND PROCEDURES

ACTION PRIORITIES

1. Forced relocation's
2. Emergency upgrades
3. Renewals
4. Reduction actions should be completed early in the fiscal year to ensure maximum savings.
5. Maintenance actions (as many as possible in accordance with service priorities)
6. Minor upgrades

RECRUITING FACILITIES MAINTENANCE PROGRAM (RFMP) POLICIES

1. New Office Criteria - Requests for new office space must meet the following criteria:
 - a. Each individual service must provide justification to the Chairman, JRFC why a new location is needed where there is no other service. Stand-alone offices must be approved before execution.
 - b. Greater than 50 miles or one hour drive from the nearest same station full-time recruiting office. A metropolitan area is an exception (over 200,000 population) which may be within 30 minutes from the nearest same service full-time recruiting station.
 - c. Ensure all efforts have been made to collocate Services in one office or place in existing excess space.
2. Non-recurring cost (one-time cost) will not be amortized.
3. JRFC policy requires recruiting commands to commit to a minimum of three years with a freeze on authorized personnel at the initial proposed level.
4. Medical recruiters, officer recruiters and intermediate commands will be located in office space, unless excess retail un-releasable space is available with no increase in recurring costs.

5. Firm-term leases should be sought only if the lessor provides considerations in the form of initial build out, major renovations or discounted rent. Districts can enter into firm-term leases up to three years without obtaining JRFC approval (if lessor provides considerations). If the lessor does not provide any considerations in exchange for a firm-term lease, districts will not enter into a firm-term lease in excess of one-year without the appropriate JRFC/HQUSACE approval in RFMIS prior to execution.
6. Part-time recruiting offices. Army substations, Navy part-time offices (PTOs), Marine Corps transient recruiting facilities (TRFs), and Air Force itinerary offices (ITOs) should be located in remote, sparsely populated areas, at least 50 miles from a full-time office. Part-time offices shall be located in office building space and normally used not less than 2 days per week. These offices may be leased only when suitable rent-free space is not available and the potential for recruits is mission essential and worth the cost of acquiring and maintaining space. Part-time offices collocated with full-time recruiting offices will be closed upon relocation (forced or programmed), or closure of the full-time offices. In this case, a new part-time office may be established if required and approved by the Chairman, JRFC.
7. Acquisition of excess space, above the 25% space guideline requires the appropriate JRFC representative(s) concurrence in RFMIS. Excess space 35% to 100% requires approval from HQUSACE/CERE-A in RFMIS prior to execution. Excess space greater than 100% requires approval from the Chairman, JRFC.
8. Mail slots/boxes must be provided for each service in new offices. Mail slots for existing facilities will be handled with a written request from each service on an individual basis. **For new offices/exceptions to the above policies, the Chairman, JRFC must give his approval in RFMIS, prior to execution of the lease.**

RELOCATION'S

1. OASD approved relocation's can not be deleted in RFMIS without the concurrence of local commands and the appropriate JRFC representative(s) after the stamped date. If a relocation is approved for un-funding after beginning the year of execution, the funding service is responsible for the cost of any action that was un-funded by one of the collocated services due to the relocation. e.g., the four services are collocated. The Army programs a RFMP relocation and the Navy, Air Force and Marine Corps program upgrades during the programming process in RFMIS. The Navy, Air Force and Marine Corps concur in relocating with the Army and unfund their upgrade actions in RFMIS. After beginning the year of execution, the Army requests and gets approval to delete the relocation from the RFMP. The Army is now responsible for the cost of the other services upgrades as each service must request an add-on if no action for this facility was programmed during the programming process. This process validates each service's request for an upgrade in the programming stage.

2. Relocations for medical recruiters, officer recruiters and intermediate commands will be relocated into office space, unless excess retail space is available at no additional recurring costs. Corps Districts may be required to request services to input actions for new office into RFMIS to comply with this policy when appropriate.
3. Non-recurring cost (same policy as new office).
4. Firm-term leases (same policy as new office)
5. Excess space (same policy as new office)
6. Rental increases exceeding the initial annualized base lease by more than 4% per annum (1st year 4%, 2nd year 8%, 3rd year 12% etc) must be approved in RFMIS by the appropriate JRFC representative(s) and the Chairman, JRFC prior to execution.
7. Where relocations of collocated facilities are requested as add-ons, the requesting service must obtain majority concurrence from JRFC representatives of the collocated services and OASD approval in RFMIS prior to beginning any work on the action.
8. JRFC policy requires recruiting commands to commit to a minimum of three years with a freeze on authorized personnel at the initial proposed level.
9. Acquisition of excess space above the 25% space guidelines requires the appropriate JRFC representative(s) concurrence. Above 35% to 100% excess space requires HQUSACE/CERE-A approval in RFMIS prior to execution. Excess space greater than 100% requires JRFC Chairman Approval.

EXPANSIONS

1. Non-recurring cost (same as new offices).
2. Expanding or back-filling into space previously occupied (facility status 2 type space) by another service must be approved by the appropriate JRFC representative(s) and programmed as a RFMP action.
3. Districts must identify expansions as internal or external expansions during the approval process. An external expansion is one that requires an increase in recurring costs. An internal expansion is one that uses existing excess common use or exclusive use space of a collocated service. An internal expansion can be accomplished by reconfiguration/exchange of space. (e.g The Army is on the program for an expansion at a collocated facility of all four services. If the Navy facility has enough excess space for the Army expansion, then both facilities will be reconfigured to accommodate both services or there can be an exchange of space. A reduction action must be programmed for the service losing space.

4. JRFC policy requires recruiting commands to commit to a minimum of three years with a freeze on authorized personnel at the initial proposed level.
5. Excess space that's above the 25% space guidelines requires the appropriate JRFC representative(s) concurrence. Above 35% to 100% excess space requires the approval of HQUSACE/CERE-A in RFMIS prior to execution. Excess space greater than 100% requires the approval of the Chairman, JRFC.

UPGRADES

1. Each service is responsible for programming their upgrades. Services will make every effort to consolidate upgrades at each collocated facility in the same fiscal year.
2. Upgrades will not be performed on leases that expire within a 12 month period. Corps Districts may negotiate early lease extensions/renewals to accommodate the upgrade.
3. One time cost for upgrades will not be amortized.
4. If a major upgrade (above \$1,200) of a facility has been accomplished, the service cannot relocate that facility within a period of 18 months. All exceptions will have to be approved by the Chairman, JRFC.

ADDITIONS/DELETIONS

1. JRFC representatives have the option to add/delete actions during program execution. The JRFC representative shall coordinate additions/deletions with Corps Districts prior to changing the funded program in RFMIS. Service Remarks field must indicate when action was coordinated and approved. Example: HQ, USMC telephonically contacts CEMRK, and asks if it is possible to execute additional upgrades. CEMRK advises it is executable this FY. HQ, USMC must advise CEMRK that the upgrades will be entered into RFMIS as funded upgrades and it will be noted in the service remarks column as to whom the add-ons were coordinated with and the date approved.
2. Corps Districts have the option to accept mission essential growth actions on a case by case basis after program stamp date. Growth actions will not be included in the CMR performance calculations.

REDUCTION OF EXCESS SPACE

1. COE Districts are advised to proceed with all reduction actions that will pay for themselves within a two-year payback. Districts have been provided guidance for special actions to assist the Marine Corps and Navy in reducing excess space.

- a. In support of space management, Corps Districts will identify potential excess space to services on a continuous basis by using RFMIS to identify unapproved excess space (Excess Space Report). Where significant excess space is identified, a market analysis should be made to determine the feasibility of relocating or reduction-in-place based on long-term savings. Acceptable amortization rates will be determined annually based on available funds (normally between 2 and 5 years). Collocation of offices will be accomplished where feasible. Any exceptions to this policy, will have to be approved by the Chairman, JRFC.
- b. Corps Districts will make every effort not to acquire gross square footage in excess of 25% of the net authorized square footage for multi-man/service recruiting facilities and no more than 50% of that authorized for a full-time one or two person single service facility. Acquisition of excess space above the 25% space guidelines requires the appropriate JRFC representative(s) concurrence. Excess space of 35%-100% requires HQUSACE/CERE-A approval in RFMIS prior to execution. Excess space greater than 100% requires Chairman, JRFC.
- c. JRFC representative(s) will identify offices that can be closed or reduced on an ongoing basis. Such actions will be identified by the JRFC representative(s) in RFMIS with an action type code ('T','D') (Proposed Program). Actions should only be converted to an "X","Z" or "L" if considered economically feasible. If not, provide comments in the "T" or "D" records. All deletions of stamped reduction actions, require the approval of the appropriate JRFC representatives.
- d. Inter-dependent actions have to be connected by work packet identifiers.

RECRUITING FACILITIES EXISTING PROGRAM (RFEP) POLICIES

- 1. Total dollars spent on minor upgrade actions will be calculated on ½% of the basic lease rent for each Corps District. Minor upgrades can be programmed and may be accomplished at anytime at the written request of the Main Station Commander, if funds are available. Minor upgrades are considered a part of the RFEP and thus become the responsibility of Corps Districts to enter action into RFMIS for execution.
- 2. All up-grades paid for by the lessor, should be documented in RFMIS by the Corps District as zero-cost minor upgrades or, when applicable, zero-cost maintenance program upgrades.
- 3. Forced relocations and emergency upgrades will take priority over all other actions on the program for funding purposes. Corps Districts must advise the JRFC representative and local command within 10 working days after it is known a forced relocation will occur. Forced Relocations are defined as situations where services and Corps have no choice but to move (lessor will

not renew lease, or acts of God). The same approval levels apply as in other programs in RFMIS.

4. All lease renewals with increases exceeding the initialized annual base lease by more than 4% per annum, (1st year 4%, 2nd year 8%, 3rd year 12% etc.) require the approval of the appropriate JRFC representative(s) and the Chairman, JRFC in RFMIS. This must be done prior to execution. (The high-cost firm-term/excess space rule applies to renewals).
5. Emergency repairs ("G" actions in RFMIS) are defined as: All actions needed to provide immediate protection to the health, safety, and security of the recruiting station personnel and property. Emergency repairs are considered a part of the RFEP and thus become the responsibility of Corps Districts to enter into RFMIS for execution as they are identified. Work done should be identified in remarks.
6. Acquisition/renewal of excess space above the 25% space guidelines require the appropriate JRFC representative(s) concurrence. Above 35% -100% excess space requires the approval of HQUSACE/CERE-A in RFMIS prior to execution. Excess space greater than 100% requires the approval of the Chairman, JRFC.

ADDITIONAL POLICIES

Additions/Deletions/Un-funded/Un-accomplishable

1. Requests by Corps Districts for additions to the RFMP must obtain the appropriate JRFC representative(s) approval and request the Recruiting Command to enter the action into RFMIS. Unaccomplished additions after program stamp date will count against the Corps Districts completion goal of 100%. Additions or deletions may also be made at collocation meetings with the RFMIS approval of the appropriate JRFC representative(s) and the Corps of Engineer District.
2. Delete (fund status) - no future action required.
3. Un-funded (fund status) - lack of funds to accomplish an action.
4. Un-accomplishable - Actions in the funded RFP will be assigned an action status value of "un-accomplishable" when the action cannot be accomplished by the responsible Corps District in the requested FY due to conditions beyond the control of the district. Of if neither "un-funded or "deleted" is an appropriate choice for the action status (because the action is still a requirement and it was not a lack of funds that prevented its accomplishment).

EXAMPLES: If the District is unable to execute an agreement with the landlord or the District is unable to find requested space. Requestor (service) must put the funded action "on hold" for a period of time (that does not conflict with a sufficient time period) for the district to execute the action.

An action can be updated to the un-accomplishable status based on the following criteria:

- a. District personnel can update the status for an Existing/Reduction Program action assigned to their district.
 - b. Service personnel with appropriate access to a Maintenance Program action can update its status.
5. Corps Districts will ensure that Government owned vehicle (GOV) parking is provided within a four block area and privately owned vehicle (POV) parking is available within a four block area.
 6. Corps Districts will ensure that recruiting office personnel are notified of restrictions on GOV and POV parking. Recruiting Commands at every level are required to ensure these restrictions are adhered to.

Breaking Collocation

1. Prior to placing an action on the RFMP that results in breaking collocation, the appropriate JRFC representative must receive approval from the Chairman of the JRFC in RFMIS. The request to the JRFC Chairman requesting breaking collocation must include the following justification:
 - a. Market analysis.
 - b. Last twelve months production.
 - c. Distance from current location.
 - d. Effect on mission, if breaking collocation, is not authorized.
 - e. Floor plans and maps where appropriate.

SHOWER INSTALLATION

1. Shower installation is authorized for Main Stations only. Main Stations are facilities used for authorized headquarters personnel and equipment of Army Recruiting Battalions, Navy Recruiting Class "A" Stations and Recruiting Districts (excluding

personnel assigned to Navy processing stations), Marine Corps Recruiting Stations and Air Force Squadrons.

2. The prerequisites are as follows:

- a. Showers will be installed only in new or relocated Main Stations.
- b. Separate male and female shower facilities are required.
- c. Shower(s) will not be installed if a Main Station is located on a military installation or in federally owned facilities with available showers within walking distance.
- d. If the Main Stations are collocated, joint use shower facilities shall be provided for all services.
- e. No weight rooms or saunas will be installed.

SMOKING

Effective 21 January 1994, smoking in Recruiting Facilities is prohibited. The Department of Defense (DOD) prohibits smoking (**or the chewing of tobacco and spitting**) in any area of buildings owned or leased by DOD, to include common hallways. **Smoking and tobacco chewing or spitting is also prohibited within 25 feet of any entrance/exit or air-intake to recruiting facilities.** You are required to leave the facility to smoke or chew tobacco. Service Commanders are responsible for enforcement of these policies. Non-compliance must be reported to the appropriate commands.

Space standards and policies are to be adhered to as specified in "Department of Defense Military Recruiting Facilities Space Management Guide".

1. Net space versus gross space - This policy is being re-iterated due to Corps Districts assigning insufficient space. Some Corps Districts are using gross space assigned to satisfy minimum space standards. Net space (as specified in the Space Management Guidelines) is usable space. This does not include hallways, restrooms, closets, etc.
2. Space layout of offices on relocations - Current Space Management Guide states layout of an office in collocated facilities will be administered by Corps of Engineers (COE) based on a random selection process. The Sub-commands feel that COE favors some Services (over other Services) which may cause an unfair recruiting advantage. In assigning office space, COE Districts should use the random selection process in assigning office space unless it is clearly established with all commands that there will be a significant impact on cost. Space will never be based on funding or senior service.

3. Pull-up bars are authorized for placement in the requesting service's exclusive use office space. These items will be placed in areas that are unobtrusive to prevent from detracting from the overall professional appearance of the office. The preferred method is to have a 1-1+ inch diameter steel pipe securely fastened to wall studs, 8 feet off the ground. The bar should be capable of supporting a 250 pound applicant without bending or swaying. To prevent marring from swinging feet, pull-up bars will not be secured to wall corners. If there are no logical areas to install an interior pull-up bar, then efforts can be made to obtain approval from the lessor to place a structure outside the building. If both of these methods fail, the COE will not be responsible for purchasing free standing equipment. This will be the responsibility of the requesting service.
4. Firm-term leases - Firm-term leases should be sought when the lessor is providing considerations or benefits (free build-out, discounted rent etc). If the lessor doesn't provide some benefits in exchange for a firm-term lease, districts will not enter into a firm-term in excess of 1 year without the JRFC Chairman's approval.
5. Bottled water - No bottled water contracts are authorized unless local health officials test and determine water to be unsafe (Service responsibility). If the water is POTABLE, only a water fountain will be authorized. All current contracts will not be renewed unless tests have validated the requirement. The following also applies:
 - a. Paper cups will be provided by the services.
 - b. Water fountains will be installed if the cost does not exceed \$2500.00. Bottled water contracts will not be terminated until water fountains are installed.
 - c. If the distance to an existing water fountain is greater than 150' from recruiting stations, installation of a water fountain or bottled water is authorized, whichever cost is less. Restroom lavatories are not considered as a source for drinking water.
6. Education Specialist (Navy) - Private offices are authorized for education specialist (new or relocated facilities only).
7. Air Force Reserves - Air Force Reserves are authorized separate office space as if they are a separate service.
8. Recruiting Facilities Reduction Program - This policy is iterated due to lack of timely execution on reduction actions. Large dollar items with a payback early in the FY should be executed as soon as possible. Leases should not be extended for the sole purpose of a lease renewal. When a lease expires, the lease must be renewed along with assigning a new lease number.

FINANCIAL POLICIES

Monitoring of Maintenance Program Service Funding Share

The Joint Recruiting Facilities Committee (JRFC) determines the funding share of the maintenance program by service that helps the Services plan their program for each district. After the Recruiting Program has been approved with the CERE-A memorandum for the new fiscal year, districts may begin execution of the approved program. As execution occurs, initial estimated costs are revised. Districts will track costs for individual actions through RFMIS so that Services are informed of any changes, allowing the Services to plan or make adjustments in their program, as changes affect the Services funding share. CERE-PR/CERM will monitor these cost changes and the effect on the Corps-wide funding share for each service. The JRFC, at its scheduled meetings (October, March and August), will review the maintenance program execution and service plans and make the necessary adjustments to keep the program within overall funding constraints and ensure adequate funding for each service. Districts will be advised of adjustments that affect their program after these meetings.

Responsibility for Cost Increases in Maintenance Program – Relocation Actions

The increases in the Fiscal Year leasing cost plus the non-recurring cost of collocated offices being relocated is the responsibility of the requesting service and applies against its funding share of the Maintenance Program.

Forced Relocations

From a funding standpoint, forced relocations are part of the existing program. Forced relocation's ("L" type of actions in RFMIS) are reported in the P3 RFMIS report as Existing Program Cost. Forced relocations are actions that are difficult to plan. Funds are held in reserve at CERE-P to cover costs, which the District cannot absorb within its Annual Funding Program (AFP). (Estimates are identified in the parameter screen for budget purposes).

Request for Funding

When an individual action in any program (maintenance, reduction or existing) results in an increased cost, Districts should review the action in terms of the impact on their entire program before requesting additional funds from CERE-P/CERM. If possible, Districts should hold such requests until the next JRFC meeting. Districts are expected to update their requirements in RFMIS (existing, reduction, maintenance programs and REO) in preparation for these meetings.

RECRUITING FACILITIES PROGRAM (RFP) APPROVAL PROCEDURES

1. Recurring cost exceeding \$35 per square foot - District(s) will use the RFMIS Action Approval Screen to flag any action that if executed will result in a lease cost that exceeds \$35 per square foot. District(s) will supply supporting data for the action on page 2 of the Action Approval Screen (square footage, cost and authorized personnel). Districts will identify and flag the appropriate JRFC representative(s) whose concurrence is required for the action approval by the Chairman, JRFC. The action project status should also be set to awaiting JRFC approval. Until further notice, funding service record will be used for all approval screen processes. For either the Reduction or the Existing program actions, use the following order, depending on which services are collocated A/N/F/M. The appropriate JRFC representative(s) will use page 2 of the RFMIS Action Approval Screen to record their concurrence/non-concurrence for the request.
2. The Chairman, JRFC will use page 2 of the RFMIS Action Approval Screen to record approval/disapproval.

OFFICES REQUIRING FIRM-TERM LEASES

1. The Corps District will flag with a "y" in the RFMIS Action Approval Screen, actions that require firm-term approval. The District will also mark the appropriate screen block for the JRFC representative(s) whose concurrence is required. Comments should also be added to describe the firm-term conditions involved.
2. The appropriate JRFC representative(s) will record their concurrence/non-concurrence in the Action Approval Screen (page 2).
3. HQUSACE/CERE-A will use page 2 of the RFMIS Action Approval Screen to record approval/disapproval.
4. Districts may not proceed with execution of a lease that will result in a firm-term lease in excess of one year until there is an explicit approval reached and recorded by HQUSACE/CERE-A in the RFMIS Action Approval Screen. Adequate consideration must be obtained from the lessor in return for a firm-term lease.

RELOCATION/DELETIONS

1. To request a change Districts must use the RFMIS Action Approval Screen to request approval from the funding JRFC representative. Districts should give a brief explanation why the programmed relocation must be deleted in the comments field. Districts should telephone or fax representatives involved until notification can be automated.

2. The appropriate funding JRFC representative will record their concurrence/non-concurrence in RFMIS through the Action Approval Screen and coordinate their decision with other collocated services. If concurrence to delete the relocation is not granted by the funding JRFC representative, District will continue with execution of the relocation action. (Actions should not be held up over 30 days awaiting change in status).
3. If the funding service requests a deletion or change to the funded relocation, that funding service should use the RFMIS Action Approval Screen to identify where concurrence is required by other affected services.
4. If concurrence is granted, the funding service will proceed to enter requested changes into the RFMIS funded program. (See paragraph 1. of the RFMP relocation policies for additional responsibilities of the funding service).

ACQUIRING EXCESS SPACE

1. The Corps District will flag in RFMIS “a yes” (Action Approval Screen) actions that require excess space approval. The District will also mark the appropriate screen block for the JRFC representative(s) whose concurrence is required.
2. The appropriate JRFC representative(s) will record their concurrence/non-concurrence in the Action Approval Screen. Action approval is accomplished on the funding service’s action approval screen for maintenance actions and in the following order of occupancy/ collocation for existing and reduction actions: A/N/F/M.
3. HQUSACE/CERE-A will use the RFMIS Action Approval Screen (page 2) to record approval or disapproval of the action.
4. Districts can not proceed with execution of a lease that will result in the acquisition of excess space unless there is explicit approval reached and recorded by HQUSACE (CERE-A) in the RFMIS Action Approval Screen.
5. Districts will not proceed with execution of a lease that will result in an increase of the initialized base lease by more than 4%, until approval is recorded by the appropriate JRFC representative(s) and the Chairman, JRFC. (This is the same approval process and identification blocks used to get approval for high cost)

RECRUITING FACILITIES REDUCTION PROGRAM (RFRP) PROCEDURES

1. Corps Districts will generate from RFMIS (Excess Space Report) a list of all recruiting offices that exceed the authorized space guidelines by 51% or more. Corps Districts will review the “T” and “D” actions provided by Recruiting Commands, and the list generated from the Excess Space Report to determine if the offices can be closed, reduced in place or whether it is economically feasible to relocate.

Corps Districts will input into RFMIS "Z" or "L" actions for reductions and relocation's respectively. The "T" actions entered by the services will be converted into "X" 's by Corps Districts if executable. Those leases/work packets that do not have a payback (amortization) as specified in the annual program guidance will be identified as unfunded with an "N". The following defines these actions:

- a. Closure – an action that involves terminating a facility without a corresponding increase in space.
- b. Relocation – an action that involves any service relocating to another office to reduce cost by consolidating or by moving to a lower cost facility.
- c. Reduction – an action that involves reducing space and/or cost at an existing facility.

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